



PERFORMANCE MANAGEMENT



Performance Management Overview

- **Background**
- **Roles & Responsibilities**
- **Performance Planning Concept**
- **Performance Plan Development & Implementation**



Administration

- **Norms**

- Respect each other
- Share responsibility for learning
- Each idea is of equal importance
- Keep an open mind
- If you have a question, ask it
- Share experiences and concerns
- Be on time
- Listen to understand
- Have fun!



Administration

- Restrooms
- Smoking Area
- Lunch
- Food/Drink



Course Objective

To put the Performance Management methodology & concepts into the hands of Manpower & Organization personnel



Personal Flags

You	Performance Management
Barrier	Reincarnation

Animals--no words



Reasons for Change

- **QAF provided little value to commanders**
 - Low USA/QAFA ROI
 - Too much process--Too little results
 - Quality for Quality sake
 - Not “Blue” enough



Operationalizing Quality

- **Simplify**
- **Task Based**
- **Measure Ourselves**
- **Operationalize Quality**



History

- **MAJCOMs tasked to develop METs by Jan 99**
- **Air Force directed an Automated Status Report process be built**
 - **AFPMRS IOC Nov 99**
- **AFMIA directed to develop AFI on Performance Management Dec 98**
- **CSAF directs Performance Management Conference Jan 99**
- **XPMI & AFMIA revised AF Strategic Plan Vol 2 Feb 99**
- **Draft AFI 90-1102 posted Mar 99**



Performance Management Components

- **Goals**
- **Mission Essential Tasks (METs)**
- **Performance Measures**
 - Standards and Targets
 - Task Assurance



Performance Management





Roles & Responsibilities

- **HQ USAF**

- Develop/coordinate Performance Management policy
- Program oversight
- Determine Air Force goals & HQ USAF METs

- **MAJCOMs**

- Develop Performance Plan & deploy MAJCOM goals, METs, & performance measures to wings
- Final approval authority for unique METs developed by wings
- Responsible for command performance management program



Roles and Responsibilities

- **NAFs**

- Review wing performance plans & mission performance reports
- Provide comments as appropriate to MAJCOM Commanders

- **Wings**

- Develop performance plans
- Monitor performance of METs
- Submit Mission Performance Reports
- Forward best practices to MAJCOM for approval and inclusion in Air Force Best Practices Clearinghouse



Roles & Responsibilities

- **Installation M & O Office**
 - **Focal point for task assurance & performance measures reporting**
 - **Provide performance planning guidance**
 - **Provide performance improvement services**
 - **Forward approved best practices to MAJCOM XP for inclusion in Best Practices Clearinghouse**



Roles and Responsibilities

- **AFMIA**

- **Manage the Performance Management program**
- **Lead the standardization of like METs for like units other than those assigned to Combat Air Forces and Mobility Air Forces**
- **Provide performance improvement guidance and services to HQ USAF functions**
- **Maintain the Air Force Performance Measure Reporting System (AFPMRS) for tracking and reporting HQ USAF METs**



Review

**Who is the final authority for any unique
METs developed by wings?**

MAJCOM/CC



Review

What office is responsible for developing and coordinating the Performance Management Program policy and providing program oversight?

HQ USAF/XP



Review

Who is responsible for the command performance management program?

MAJCOM/XP



Review

**Who forwards best practices to AFMIA
for inclusion in the Best Practices
Clearinghouse?**

MAJCOM/XP



Review

Who reviews a wing's performance plan and mission performance reports and provides comments as appropriate?

NAF/CC



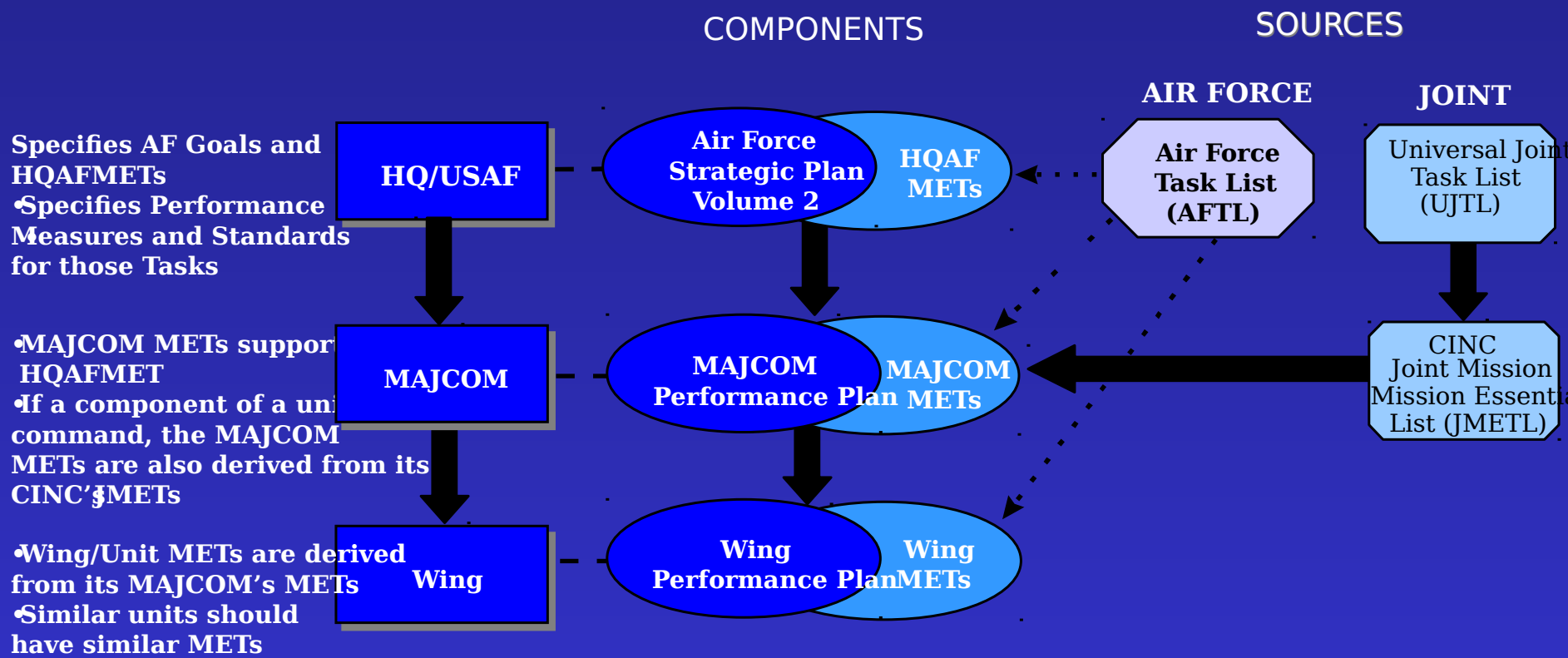
Review

**Who manages the Performance
Management program?**

AFMIA



Performance Planning Integration





Mission Essential Tasks

- A MET is “a task selected as a fundamental requisite for the performance or accomplishment of an organization’s assigned mission”.
- There should be small number of METs
- METs will be standardized as much as practical



SPACECOM Mission Statement

Air Force Space Command maintains a combat ready force of 530 Intercontinental Ballistic Missiles on alert around the clock. They comprise the most potent and reliable component of the nation's strategic triad with an on-alert rate of over 99 percent. Elements: Intercontinental Ballistic Missiles (ICBMs).



SPACECOM Mission Essential Task

**Provide ICBM Forces for Strategic
Attack**



AFSOC Mission Statement

...to use specialized mobility air power and delivering special operations combat power anytime, anywhere..



AFSOC Mission Essential Task

Conduct Specialized Aerospace Mobility



MET Format

Mission Essential Task (MET)

1. MET Title: Provide Mission-Ready Forces and Equipment

2. OPR: XX Wing/DO

3. Performance Measure(s):
Measure(s)

Standard

a. Sortie Effectiveness Rate

90%

b. Time over Target (TOT)

90%

c. Assault Landings

95%

d. Percentage of Members Qualified for Mobility 90%

4. Conditions: (Optional) Describe conditions that will affect mission accomplishment that is unique to your



Sources of METs

- **HHQ METs**
- **JMETs**
- **AFTL**
- **Mission Directives**
- **Operations Orders**
- **USAF/Joint Doctrine**
- **MAJCOM - specific missions & requirements**



Performance Measures

- **“A quantitative measure to indicate level of mission performance”.**
- **Each MET will have at least one performance measure**
 - Enough to provide a good picture of MET performance



SPACECOM

Performance Measures

Mission Essential Task: *Provide ICBM Forces for*

Strategic Attack

Performance Measure: *Percent of ICBM Forces on alert*

Performance Measure: *Percent of ICBM wings passing NSI*



AFSOC Performance Measures

Mission Essential Task: *Conduct Specialized Aerospace Mobility*

Performance Measures:

- a. Mission Capable rates*
- b. Crew Currency/experience rates*
- c. Cannibalization rates*
- d. Total non-mission capable for maintenance*



Considerations

- **Measure the right things**
- **Measures should contribute to mission accomplishment**
- **Encourage long-term sustained performance**
- **Reflect key processes**
- **Easily measured**
- **All performance measures will have a standard**
- **May include a target**
- **Review at least annually**
- **Measures must have utility**



Performance Measure Format

- **Goal**
- **Mission Essential Task**
- **Performance Measure Title**
- **OPR**
- **OCR**
- **Performance Measure Description**
 - Calculation Formula
 - Data Sources
 - Frequency
 - Standard/Target
 - Rationale/requirement for Standard/Target
 - Key Assumptions
- **Conditions**



Task Assurance

- **Once performance plan is in place--
work begins**
- **Tool for internal assessment**
- **Important things are being
measured/reported**
- **In one place for quick, easy review and
action**
- **Commanders identify opportunities to
improve & evaluate progress**



Performance Plan Format

- **Section One**

- Mission Statement
- Commander's Summary
- MET List

- **Section Two**

- Performance Measures (in format prescribed)



Mission Performance Report

- **Section One**

- Mission Statement
- Commander's Summary
- MET List

- **Section Two**

- Performance Measures (in format prescribed)

- **Section Three**

- Improvement Opportunities
- Wing Successes (Best Practices)



Automated Performance Measures Reporting Systems

- **Collect and report performance measures data to senior leaders & commanders**
 - COTS modified by Senior Leaders
 - Web based, browser initiated
 - Extract data from existing databases
 - Allow task accomplishment comparison across AF
 - Include automated report generator (Mission Performance Report)
- **Two systems: AFPMRS & CPMRS**



AFPMRS

- **Collects and reports HQ USAF performance measures data (AFSP Vol 2)**
 - On SIPRNET
 - Accessible by senior leaders and OPRs
 - Report AF-Level METs/Measures to SECAF/CSAF
 - Focus on Top AF-Wide Priorities
- ***Not:***
 - General Health of HQ USAF two digits
 - “Hot Topics”
 - Real-Time Status of Active Operations



AFPMRS

[Home](#)

[Goal One: Quality People](#)

[Goal Two: Operational Performance](#)

[Goal Three: Modernization](#)

[Help](#)

[Exit](#)

U.S. Air Force Performance Measurement Reporting System

Goal One: Quality People: Ensure

MET 1.A: Recruit and Retain the Force to Execute Air Force Core Competencies

- ☐ Test Measure
- ☐ Pilot Retention
- ☐ Percent Recruits Categorized as High Quality
- ☐ Enlisted Reenlistment Rate

MET 1.C: Enhance the Quality of Life of Our Total Force and Their Families

- ☐ Fitness Facility Condition
- ☐ Percent of Military Housing Meeting Quality Standards
- ☐ Percent of Child Care Needs Met
- ☐ Tricare Customer Loyalty

MET 1.D: Maintain a Fit and Healthy Work Force

- ☐ AF Personnel Meeting Fitness Standard

Goal Two: Operational Performance

MET 2.A: Improve Mission Effectiveness While Minimizing Risk

- ☐ Lost Duty for Health Reasons
- ☐ Aircraft Mission Capable Rates

MET 2.B: Maximize the Efficiency of Operating and Maintaining USAF

- ☐ Logistics Response Time

Goal Three: Modernization: Prepare

MET 3.A: Maintain and enhance our competitive edge by identifying, developing, and applying innovative concepts, technologies, and processes

- ☐ Percent of KPP's Met for MDAP



- + Home
- Goal 1
- Goal 2
- Goal 3
- Help
- Exit

Goal 2: Operational Performance

Goal 3: Modernization

% of Child Care Needs ...

% of Mil Housing ...

Pilot Retention

Healthcare Satisfaction

% Meeting Fitness Std

Fitness Facility

% of High Cat ...

Supp. Trn Execution

Grad Assess Survey ...

TEMPO

Enlisted Reenlistment Rate Active Component

	Target	Actual	Updated	Status
First Term	55	56	7/1/98 / Monthly	●
Second Term	75	71	7/1/98 / Monthly	●
Career	95	95	7/1/98 / Monthly	●



- + Home
- Goal 1
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Goal 2: Operational Performance

Goal 3: Modernization

% of Child Care Needs ...

% of Mil Housing ...

Pilot Retention

% of High Cat ...

Healthcare Satisfaction

Supp. Trn Execution

% Meeting Fitness Std

Grad Assess Survey ...

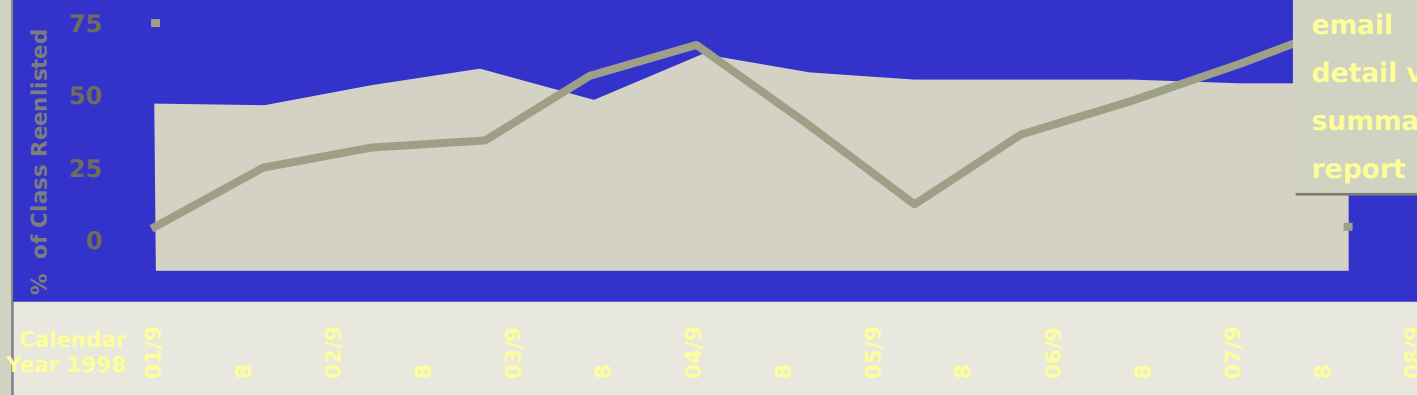
Fitness Facility

TEMPO

Enlisted Reenlistment Rate Active Component

First Term Calendar Year

1998



Second Term Calendar Year

1998

75

- current
- trend
- description
- notepad
- email
- detail view
- summary
- report



Command Performance Measures Reporting System (CPMRS)

- **Internal management tool**
- **Same look and feel as AFPMRS**
- **Does not link to AFPMRS**
- **MAJCOMs develop links into their databases**



Performance Planning Model

INITIATION

**MISSION
ANALYSIS**

**PLAN
DEVELOPMENT**

**FINALIZATION &
DEPLOYMENT**

**Form Team
Develop Timeline
Collect Data**

**Establish, Review
& Validate Goals
& METs**

**Draft
Performance
Plan**

**Coordinate
&
Deploy Plan**



Summary

- **Performance Management evolution**
- **Roles & Responsibilities**
- **Performance Planning concept**
- **Performance Plan development & implementation**